

# WORKFORCE PLANNING



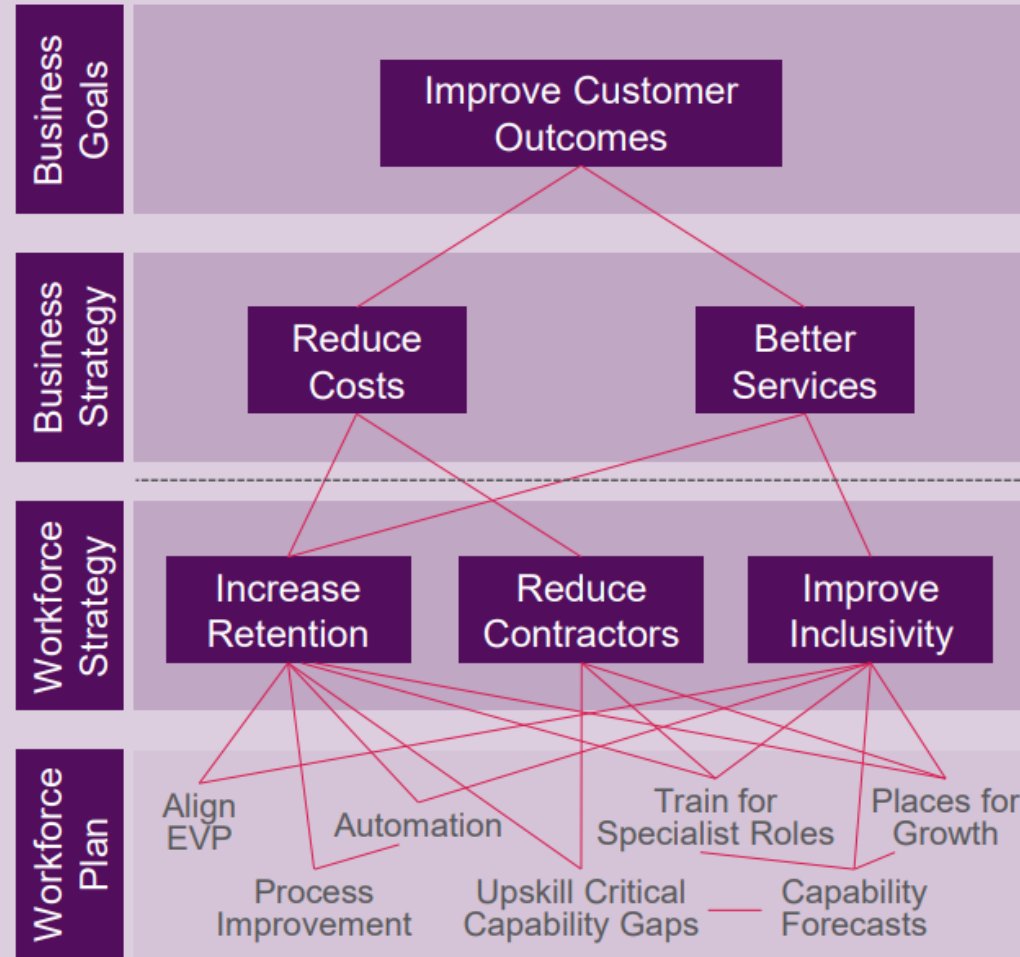
# What is workforce planning?

**Workforce Planning is the process that provides **strategic direction to talent management activities** to ensure an organisation (or a Service) has the right number of people, with the **right skills** in the right place at the right time, at the right cost and on the right contract to deliver its short and longterm objectives (or Service priorities)**

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# Strategic alignment



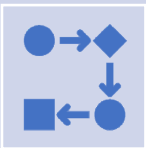
# Workforce Planning in PCC



Workforce Planning has been an integral part of our Integrated Business Planning process for a number of years. Workforce plans for each service area are expected annually.



Each year the Organisational Design and Development Team review and reflect on the workforce plans from each service area, seek feedback on the process and understanding of those involved and present any recommendations for improvements.



In 2020, using feedback and our self-reflection, a change to the former 7 stage workforce planning process to a simplified 4 stage process was made. This approach was introduced from 2021 with the aim of embedding consistency of reporting across all services.



## Why does Workforce Planning fail?

1. **Misconceptions of what it is and isn't** - Workforce planning is not a plan, it is a strategic organisational development activity. Workforce planning is where organisational strategy is brought to life so vividly that we can construct a workforce around it
2. **Too time consuming and failure to prioritise**
3. **Manager's don't 'own' it**
4. **Complexity**. It seems to be an almost universal characteristic of workforce planning models to be highly complex and confusing

*Workforce planning can be incredibly valuable when it is understood to be a deep intervention into the way an organisation manages its workforce. It is a conscious move away from an unplanned, evolutionary approach to a strategic, targeted approach. **A less reactive more proactive approach. A conscious move away from crisis management!***



# Continuous Improvement



The first LGA session with Heads of Service has taken place (12th July 2023),



The Executive Management Team session will take place on 19th July 2023



13 ODD and HR staff have undertaken a Strategic Workforce Planning course with the CIPD (Completed start of July 2023)



# Good practice examples from service areas

- 'Grow our own' initiatives
- Recruitment and Retention – Easy apply
- Career Pathways
- Team Development Journey
- Skills development and supporting continuous professional development
- Use of apprentice schemes
- Recruitment Roadshows
- Data platforms



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## Future developments

Use and celebrate these good practice examples to launch our People & OD Strategy building on a core foundation of knowledge, skills and understanding.

Making time over the next 3 years to further improve, reflect, learnt adapt for a 'Stronger, Fairer, Greener' future.





Diolch / Thank you



Unrhyw gwestiynau/ Any  
questions?

